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ABSTRACT

This booklet presents Mt. San Antonio College's (Mt. SAC's) long-range goals and specific action priorities in an effort to focus planning on the year 2000. Introductory comments discuss the purpose of strategic planning and Mt. SAC's planning orientation. The next sections list goals and objectives with respect to: (1) the improvement of existing institutional programs and the development of new instructional programs; (2) the centralization and expansion of student services; (3) the improvement of maintenance, energy conservation, and other aspects of the physical plant; and (4) the development of programs and the conduct of research for the improvement of relations with local government agencies, business, industry, and other segments of the community. (UCM)

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DIRECTIONS TOWARD THE YEAR 2000 **STRATEGIC PLAN** MT. SAN ANTONIO COMMUNITY COLLEGE

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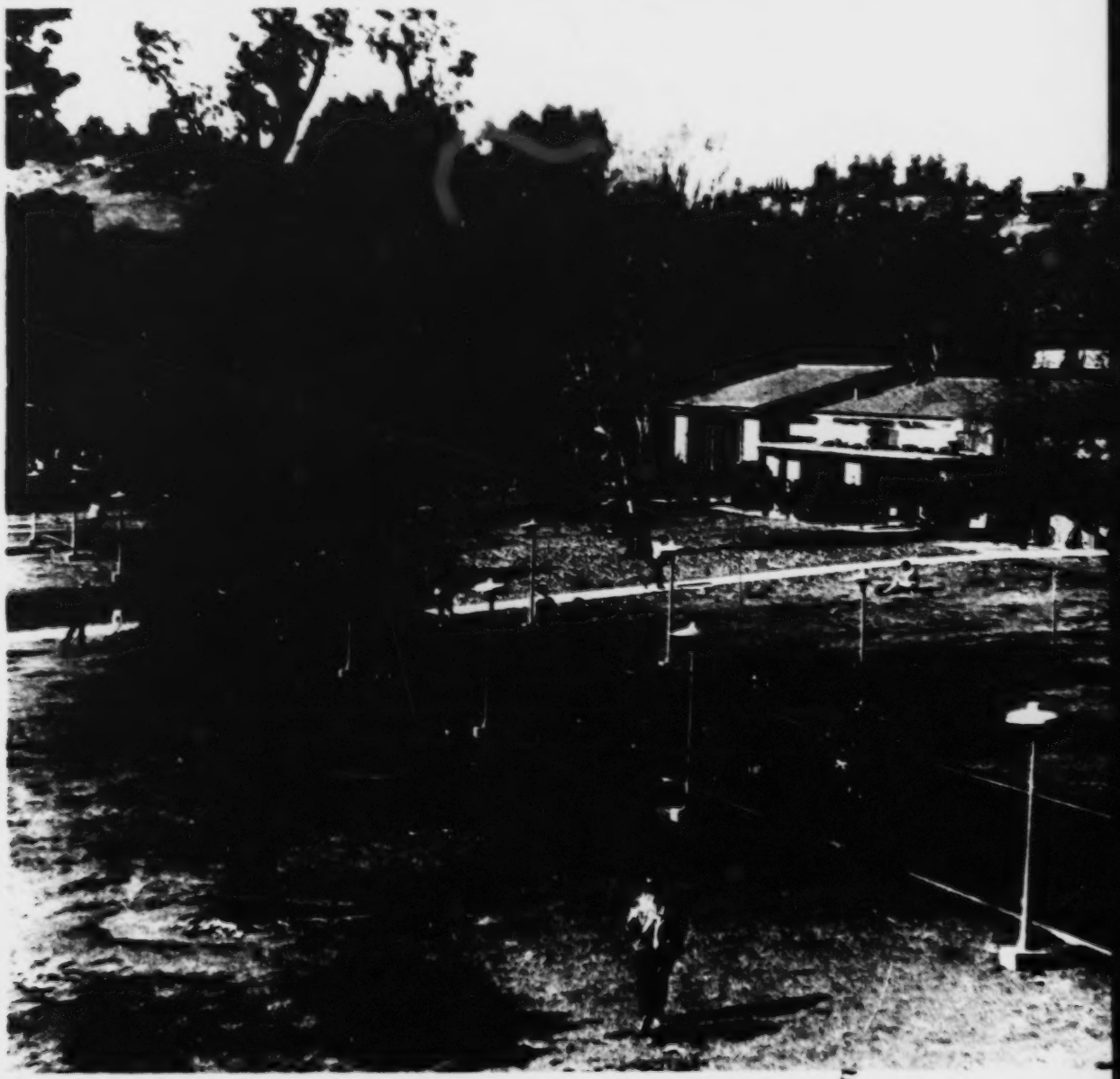
FOREWORD



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FOREWORD

Strategic planning is a process that directs the College's attention to the future, enabling it to adapt more readily to change. Planning includes a careful assessment of the external environment, internal strengths and weaknesses, and identification of practical options for future directions. Planning is participatory, articulating the best thinking of those involved in creating and implementing future college direction. Planning is action oriented, focusing on decisions tied to budget allocations.

The Mt. San Antonio College Strategic Plan is not a finite document, but rather a coherent framework of action priorities designed to focus college direction toward the year 2000. Through a dynamic consensual process, the Strategic Planning Committee addressed areas of critical concern to develop student-centered goals to carry out the College mission to serve students' educational needs with relevant, quality, educational programs.

INTRODUCTION

MEMBERS OF THE STRATEGIC PLANNING COMMITTEE

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Mt. San Antonio College
Institutional Research
September 1987

INTRODUCTION

Planning is the linchpin, operational function of forward-looking organizations. Institutions may survive by reacting to immediate problems with knee-jerk planning. But, major decisions made in a crisis-survival mode, without careful consideration and input, often result in long-term problems. To avoid college planning in this crisis mode, there should be continued institutional planning followed by implementation strategies involving the entire college community. Action planning must have demonstrable results, or those involved in planning soon lose interest.

For the past several years, Mt. San Antonio College has been heavily involved in plans that have been implemented or delayed for financial reasons. Key participants in the current planning process are the Board of Trustees, the Administrative Council, the College Council, the Mission and Goals Committee, and the Accreditation Steering Committee. These groups rely on input and direction from the Faculty Senate, other college committees, staff and students. Through the current college decision-making process, a mission statement and nine institutional goals, each with some short-term measurable objectives, have been developed and approved by the Board of Trustees. The Mission and Goals Committee monitors and reports progress toward the completion of our objectives and develops some new objectives each year.

Now, we have taken our dreams and ideas and interfaced them with facts about the students and the communities we serve, analyzing predictions for the future to form what we are calling a Strategic Plan.

In developing the plan, we have considered any changes - demographic, job opportunity, political, and organizational - that may influence the programs we offer. We have gathered an enormous amount of information about our college and community, and some forecasts for the future which we used in our planning process. Our Strategic Plan is not static, since long-range plans change as more or changing information becomes available. Our Strategic Plan will be used as a guide as we develop college, departmental, and short-term instructional objectives, and for future budgetary decisions.

It now becomes the responsibility of the College Council, in consultation with the groups the members represent, to review the Strategic Plan on an annual basis and to recommend needed changes.

John D. Randall
Superintendent/President

INSTRUCTIONAL PROGRAMS

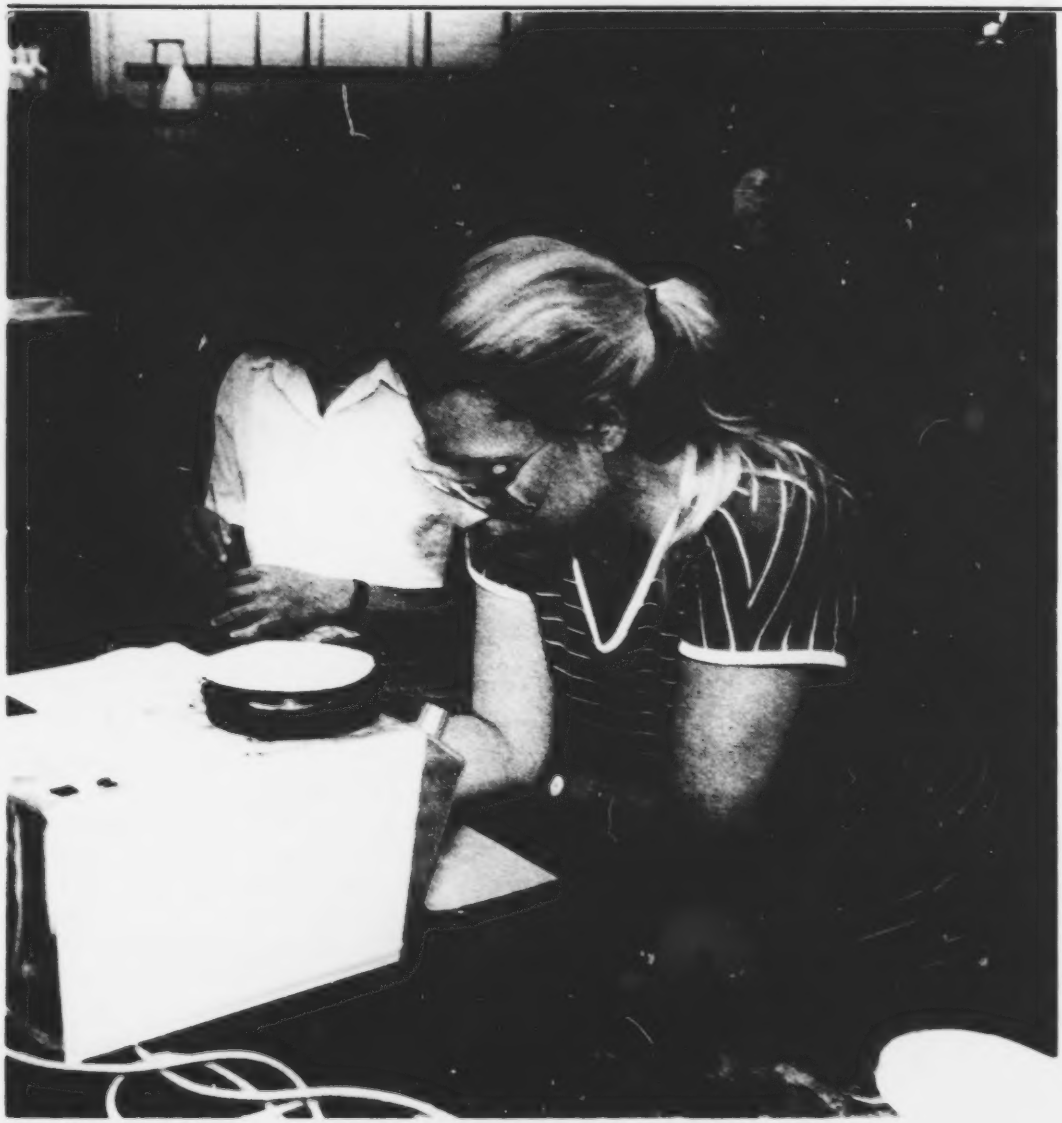

Photo by Lynn Pendleton

EVALUATE AND MONITOR ALL INSTRUCTIONAL PROGRAMS ON A CONTINUOUS BASIS

Develop an on-going program review process which takes into account such things as enrollment, cost factors, transferability, job markets, and community needs. Design this process to help make decisions regarding the addition, deletion or modification of programs.

ESTABLISH AND MONITOR STANDARDS FOR TRANSFER, OCCUPATIONAL, REMEDIAL, ENGLISH AS A SECOND LANGUAGE (ESL), AND AMERICAN LANGUAGE (AMLA) PROGRAMS TO ENSURE STUDENT SUCCESS IN REACHING EDUCATIONAL GOALS

Provide quality, lower-division general education, major preparation, liberal arts and science courses to ensure that baccalaureate degree-seeking students transfer and succeed in their upper-division work. Develop standards for occupational programs in cooperation with business and industry that ensure relevance and technological currency. Develop standards for remedial, ESL, and AMLA programs that will provide opportunity for success for students wishing to enter transfer or vocational programs.

EVALUATE AND MONITOR DEGREE AND CERTIFICATE REQUIREMENTS TO ENSURE INTEGRITY, VIABILITY, APPROPRIATENESS AND VALUE TO THE HOLDER

Develop a continuing evaluation process to ensure that Mt. San Antonio College degrees and certificates reflect high standards of excellence in basic skills, competencies in broad general education subjects and specific disciplines of study. Expand the educational and business community's awareness of the value of the associate degree and college certificates.

ESTABLISH A GENERAL EDUCATION CORE CURRICULUM FOR ALL DEGREE—SEEKING STUDENTS

Develop a general education core curriculum which will ensure that all students have in common a broad, academic education. Introduce the areas of humanities, social sciences, the natural sciences, technology, health and physical well-being. These courses should ensure subject area knowledge, sensitivity to cultural differences, and the critical-thinking skills necessary to investigate, analyze and draw conclusions about the problems faced by the individual, community and world society.

STRENGTHEN TRANSFER SERVICES AND PROGRAMS

Increase student transfer rate, focusing on under-represented students. Maintain a closely articulated curriculum leading to a baccalaureate degree. Analyze transfer student performance data from colleges and universities. Seek information from current and former transfer students on their academic successes, educational needs and deficiencies.

DEVELOP A STATEMENT OF GUARANTEE FOR THOSE STUDENTS WHO MEET PRESCRIBED STANDARDS

Ensure students, who successfully complete an A.A. degree with a certain GPA, transfer acceptance to the California State University or the University of California system. Ensure students who successfully complete the A.S. degree with a certain GPA, employment or continued assistance in finding employment to students who successfully complete a certificate program.

STRENGTHEN AND PROMOTE AFFIRMATIVE ACTION POLICIES THROUGH A PROACTIVE RECRUITMENT PROGRAM OF WOMEN, MINORITY, AND HANDICAPPED STUDENTS

Strengthen programs to assist women, minorities, and handicapped to enroll and successfully complete educational programs. Place more emphasis on the recruitment of under-represented students.

DEVELOP A PROGRAM TO IDENTIFY AND ASSIST HIGH—RISK STUDENTS

Increase the probability of student success in college courses by designing a structured program to identify and assist high-risk students to overcome their educational deficiencies and capitalize on their strengths.

DEVELOP A PROGRAM TO IDENTIFY AND ASSIST HIGH— ACHIEVING STUDENTS

Develop a program to identify, attract, and assist high-achieving students to select a more challenging course of study by providing them with special courses, peer contact and a sense of community that would encourage their enrollment and insure their retention.

INSTRUCTIONAL PROGRAMS

DEVELOP PROGRAMS AND CURRICULUM TO EXPAND STUDENT KNOWLEDGE OF CULTURAL DIVERSITY AND GLOBAL AFFAIRS

Develop programs to enable students to appreciate and understand the origins, value systems, special interests and needs of our ethnically diverse population.

EXPLORE ALTERNATIVE METHODS OF INSTRUCTIONAL DELIVERY

Design instructional delivery systems to improve access to and excellence of instruction. Include flexible, community-oriented scheduling, self-paced learning, short-term, job-specific and week-end courses. Systems should anticipate the diversity of learning needs of students, both close to and distant from the college, remain abreast of instructional technologies, and support innovative teaching strategies.

DEVELOP AND IMPLEMENT A PLAN TO MAINTAIN AND UPGRADE INSTRUCTIONAL EQUIPMENT

Develop a plan to ensure proper maintenance and upgrading of essential instructional equipment. For additional support in maintaining technological currency, develop close ties with business and industry to ensure donations of equipment and educational discounts.

DEVELOP AN INSTITUTIONAL INFORMATION SYSTEM STRATEGY

Integrate the technologies for information capture, processing, storage, access and distribution into all facets of the College's administrative and academic environments. Within institutional guidelines, develop the human and machine interfaces that will provide cost-effective support for a broad range of delivery systems within the limits of campus resources.

INCREASE STUDENT AND STAFF AWARENESS OF THE IMPORTANCE OF A COMMITMENT TO HOLISTIC HEALTH

Promote student participation in instructional programs emphasizing the value of exercise, nutrition and fitness for lifelong health. Make available current technology to assist in performance analysis, health appraisal and fitness assessment of students and staff.

STRENGTHEN STAFF ATTITUDES AND POLICIES TOWARD AFFIRMATIVE ACTION IN THE HIRING PROCESS

Promote and reaffirm a proactive affirmative action status regarding the hiring of women, minorities and handicapped persons to increase their representation in the college workforce.

INCREASE STAFF AWARENESS OF THE SPECIAL NEEDS AND CONTRIBUTIONS OF OUR DIVERSE STUDENT POPULATION

Develop a series of staff development programs for all personnel to increase awareness and understanding of the culture, special needs and contributions of minorities, handicapped, and other members of our diverse student population.

DEVELOP PROGRAMS TO ENHANCE AND SUPPORT THE EFFECTIVENESS OF INSTRUCTIONAL STAFF

Use staff development programs that emphasize the constant need for review and promotion of curricula responsive to student needs, particularly high-risk students. Provide support for faculty development of innovative instructional methods and materials. Strengthen instructional service support for college departments. Encourage the development of interdepartment curriculum and coordination. Expand self-improvement opportunities for all staff.

STUDENT SERVICES

Photo by Lynn Pendleton

CENTRALIZE ALL STUDENT SERVICE OFFICES IN ONE LOCATION

Lower operating costs and improve service delivery to students by consolidating student services such as: admissions, assessment, career center, counseling, EOPS, financial aid, health center, job placement, orientation, reentry services, transfer center, and veterans' services into one campus location following the 1981 Master Plan recommendation.

IMPLEMENT ADDITIONAL REGISTRATION METHODS TO SIMPLIFY ACCESS AND REDUCE TIME FOR CAMPUS REGISTRATION

Investigate and evaluate registration systems with particular attention to new developments in automation technology, including telephone registration. Plan for the successful implementation of an improved system which will ensure convenient, accurate registration of students.

ESTABLISH A FACULTY ADVISEMENT SYSTEM FOR STUDENTS

Ensure student success in transfer or vocational majors through faculty advisement to provide students with information related to and motivation for success in their chosen field.

STUDENT SERVICES

IMPLEMENT THE FULL MATRICULATION MODEL IN ACCORDANCE WITH TITLE 5 GUIDELINES

Maximize the opportunities for student retention and success by implementation of the matriculation plan. Provide support and directive services through comprehensive orientation, assessment/placement, course advisement, and career counseling. Provide follow-up counseling and advisement for all students subject to matriculation. Use an evaluation tracking system to follow up student progress.

DEVELOP A MORE COMPREHENSIVE AND USER FRIENDLY STUDENT INFORMATION DATA BASE SYSTEM

Integrate the student information system with the financial, personnel and facilities information systems. Enhance the current information systems to provide increased "end-user" information gathering and processing capability. Modify current information systems to allow new data elements to be added and retrieved easily.

INCREASE SERVICES FOR EVENING AND WEEKEND STUDENTS

Review and schedule college services on a regular basis as needed for evening and weekend students.

IMPLEMENT AN AUTOMATED SYSTEM TO POSITIVELY IDENTIFY EACH STUDENT

Acquire automated devices, such as electronic-readable student identification cards, to document student progress in the matriculation process, maintain class attendance records, check out library books and other college materials, and admit students to campus events.

DEVELOP A MULTILINGUAL COMMUNICATION NETWORK FOR KEY CAMPUS OFFICES

Provide better first-contact communication with non-English, limited-English, and hearing-impaired speakers who inquire regarding college programs. Establish a multilingual staff network throughout the college to assist and interpret for these students.

INCREASE FINANCIAL AID, SCHOLARSHIPS AND GRANTS

Improve communication to current and potential students and their families regarding the availability of financial aid. Continue to support federal and state legislation to increase the amount of grant and financial aid money available to community college students. Work locally through the MSAC Foundation to secure additional scholarship funds.

DEVELOP PROGRAMS TO ASSIMILATE NON-NATIVE STUDENTS INTO THE COLLEGE ENVIRONMENT

Coordinate college programs for culturally-diverse, non-native speakers to further assist these students into other college programs and the working world. Review present staffing, instructional media, programming, student advisement, testing and facility use against projected needs in the college service area.

EXPAND CAMPUS CHILD CARE FACILITIES

Serve the growing student, community resident, and college staff need for preschool child care by expanding the Child Development Center and adding an infant/toddler care program.

Photo by P. Halsman

DEVELOP A PRIORITIZED SCHEDULE FOR NEW CAMPUS CONSTRUCTION AND MAJOR RENOVATION BASED ON PROJECTED COLLEGE NEEDS

Institute a process for the ongoing evaluation of facilities requiring upgrading, remodeling or expansion to adequately serve changing instructional and student service needs.

EXPAND CLASSROOM, LABORATORY AND SUPPORT AREA MAINTENANCE, AS WELL AS ENERGY CONSERVATION AND FACILITY RENOVATION PROGRAMS

Develop and implement a plan to address maintenance and facility renovation needs. Design and install a new energy management system which will pay for itself in energy savings.

IMPROVE CAMPUS EXTERIOR LIGHTING, GRAPHICS AND SIGNAGE

Improve campus exterior lighting in pedestrian traffic areas to improve security and increase safety for students, faculty and staff. Install high-quality exterior graphics and signage compatible with the college architectural environment.

PHYSICAL PLANT

COMPLETE NORTH CAMPUS PART OF COLLEGE PARKING/VEHICULAR CIRCULATION PLAN

Relocate the college north entrance, construct a new four-lane road along the north perimeter of the college, and widen Bonita Drive to four lanes.

MAXIMIZE THE USE OF UNDER-UTILIZED COLLEGE PROPERTY BY EXPLORING ALTERNATIVE RESIDENTIAL, COMMERCIAL OR INSTRUCTIONALLY RELATED USES.

Explore long-term lease arrangements with commercial developers for college property not being used for the instructional program, including the 26 acre parcel to the southwest of the college, remaining sensitive to environmental impact.

SEEK COLLEGE/COMMUNITY PARTNERSHIP TO DEVELOP A HIGHLY VERSATILE, SUFFICIENTLY LARGE AND EASILY ACCESSIBLE BUILDING APPROPRIATELY DESIGNED FOR A WIDE VARIETY OF INSTRUCTIONAL PROGRAMS AND COMMUNITY ACTIVITIES

Formulate a plan to finance and develop a multi-purpose complex to house performing and visual arts, physical education and athletics, conferences, exhibitions, and community programs.

INCORPORATE ALL FITNESS AND GENERAL HEALTH ACTIVITIES IN A WELLNESS CENTER

Incorporate fitness assessment and testing, cardiovascular fitness training, athletic training, physical therapy, weight and aerobic training and student health services in a new facility designed to incorporate most activities related to individual fitness and general health.

DEVELOP A STRATEGIC MARKETING PLAN

Develop a multifaceted, communications-strategies approach for marketing classes, programs and special events. Explore all communication avenues and develop the most cost-effective plan.

EXPAND WORKING PROGRAMS WITH LOCAL GOVERNMENT AGENCIES, BUSINESS AND INDUSTRY TO MEET COMMUNITY ECONOMIC DEVELOPMENT AND EMPLOYMENT TRAINING NEEDS

Survey local government agencies, business and industry to determine training and employment needs. Develop new programs with business and industry to expand employer-specific contract education. Upgrade retraining in new knowledge-intensive areas, provide cooperative work experience, faculty/staff exchanges, and off-campus demonstration areas for classroom activities. Expand vocational advisory committees and establish new ones where appropriate, to strengthen current technological input into college programs.

DEVELOP COOPERATIVE PROGRAMS WITH HIGH SCHOOLS AND FOUR YEAR COLLEGES AND UNIVERSITIES

Increase faculty participation and continue the development of articulation agreements. Implement and develop other cooperative programs such as assessment, career testing, and 2+2+2 articulation programs.

DEVELOP COOPERATIVE AGREEMENTS WITH PROPRIETARY SCHOOLS

Provide articulation agreements to allow advanced placement of proprietary school students in MSAC degree programs. Develop agreements whereby MSAC will also provide basic skill instruction for proprietary schools.

ERIC Clearinghouse for Junior Colleges MAY 27 1988

EXPAND ASSESSMENT CENTER AND CAREER COUNSELING TO PROVIDE FEE-BASED SERVICES FOR RESIDENTS, INDUSTRY, AND LOCAL ORGANIZATIONS

Develop a comprehensive program for career assessment and counseling. Expand employment and aptitude skills testing for industry and other agencies.

STUDY THE FEASIBILITY OF SATELLITE CAMPUSES IN UNDER-REPRESENTED COLLEGE DISTRICT AREAS

Provide better accessibility for under-represented areas of the District by studying the possibility of establishing satellite campuses.

EXPAND THE COLLEGE ROLE AS AN AGENT OF SOCIAL CHANGE WITHIN THE COMMUNITY

Develop a public forum for discussing community issues. Increase opportunities for the community to use services on campus. Expand outreach programs to those communities and people not previously served well by the college.